

# Crossroads Annual Report 2019-2020

## OVERVIEW

Over the course of 2019 and 2020, Crossroads has continued to grow into a dynamic and forward thinking organisation, setting standards for best practice, engaging with the wider Third, Public and Private sectors and helping to ensure the community we live in receives the best support possible.

Working within the Third Sector has become an important part of what Crossroads does to improve the strength of the sector. Partnerships are an essential factor in the continuing development of services in the current financial climate and with Manx Care on the horizon, collaboration is more important than ever. We find ourselves helping and supporting the sector more and more each year which has put us in a fantastic position to have the infrastructure to understand collaboration now and in the future.

2019 saw the much-needed refurbishment of Crossroads' day services centre, Masham Court. Masham Court is the home of our Adult Services and where our ASK and Care at Home projects are managed from. We were offered the use of Ward 20 as a base for our services whilst the work was carried out and were given temporary registration to continue day services for the period of the work. In December, services returned to a renewed Masham Court with beautiful new bathrooms, a designated staff room, new flooring and the building entirely painted. The team did extremely well and despite the relocation, there was no disruption or cancellations to services.

2019 and 2020 also saw the organisation purchase a brand-new minibus thanks to funding from the Manx Lottery Trust, and a second-hand minibus with additional funding. This allowed us to replace some of our older minibuses that were in desperate need of serious repairs and has given our transport provision a refreshed feel.

The growth and development of Adult Services has necessitated changes to the leadership and management structure of the organisation. The four main projects within Adult Services are now managed by the Care Coordinator, Charlotte Caley. Each of the services has a team leader who

is responsible for the day to day running of the project, activity coordination, staff teams, reporting responsibilities in relation to service users and handovers back to carers, and ensuring that organisational statistics are kept up to date.

Masham Court now has its own part-time receptionist, and Annette Pinhorn, Adult Services Manager, has taken on the role of Building Manager with responsibility for Health and Safety, building maintenance, mandatory testing and checks, coordinating staff annual leave, return to work procedures, staff training. Annette also has line management responsibility for the minibus drivers and cook.

Crossroads' Children's Services Coordinator continues to manage Nursery Outreach, Children's ASK, Building Bridges and Holiday Scheme as most of the support is provided on a one to one basis or within small groups. Crossroads Nursery and Young Carers, the two largest services within Children's Services - and developing at a rapid pace - are led by team leaders who report directly to our Children's Services Officer, Hannah Murphy. The team leaders and Coordinator are responsible for overseeing the day to day running of each scheme, liaising with parents and carers and community partners, and recording statistical information. The Coordinator also has additional responsibilities for training and induction, implementing and following policies and procedures and the overall staffing rota for Children's Services.

Sadly this year we said goodbye to our Chairperson David Gawne MBE. David has been our chair for over 30 years and we are sure he will remain part of the Crossroads family and will continue to champion the rights of carers. Kev Willson was appointed as our new Chairperson and he has already made his mark. We also welcomed two new Board members, Greg Petts and Corina Jackson De-Botte, who are looking forward to learning more about the charity and using their knowledge and experience to help move the organisation forward.

## **Rebrand**

2019 was a big year for the organisation as we rebranded from Crossroads Care to Crossroads. We felt it was time to modernise the look of the organisation and develop a fresh image. A new website was launched which mirrored this, and we also launched a new logo and icon and updated all of our literature, both in house and out. All Crossroads buildings (excluding our Windsor Road charity shop) were given new signage and we started the process of updating our minibuses. All staff

were given new uniforms and we developed new marketing strategies to promote the rebrand. We are now in a position where we have nearly completed all rebranding within the organisation and are extremely pleased with our new look.

## **The State of Caring in the Isle of Man**

Over the course of 2019, data and statistics were collected from a Carers Survey which were then published in 'The State of Caring in the Isle of Man' in March 2019. The report outlined the current landscape of caring on Island and used feedback and experiences from local carers to illustrate what we felt was needed to improve the lives of carers. The report set out recommendations which have since helped shape service delivery. Additional community based respite spaces have also been made available in response to the needs identified by carers within the survey, and we continue to campaign for the implementation of the recommendations.

## **Covid-19**

Like many local charities, Covid-19 brought various challenges to the organisation. Services were temporarily closed along with the charity shops, and fundraising events were postponed. However, our staff once again excelled in delivering first-class care with empathy, trust, and dedication, something which shone during the pandemic. Everyone rose to the challenge when I presented them with the task of 'caretaking' the Department of Health and Social Care's Home Care Service and delivered their usual high standards of care to our new clients whilst adhering to the new health and safety procedures.

During the pandemic we continued to keep our Nursery open to both children with disabilities, and the children of key workers. I am incredible proud of everyone who worked to deliver services, the administration team, the shop team and the Senior Managers; in these unknown times, their commitment and belief was truly remarkable. Some of our core staff will be attending a key workers celebration evening with the Governor as recognition of their hard work and dedication during the pandemic.

## **ADULT SERVICES**

### **Care at Home**

Crossroads' Care at Home provides regular respite, generally on a weekly basis, for carers for up to three hours. Carer Support Workers take over the caring responsibilities to allow carers to have a meaningful and stress-free break. This service has expanded over the years but always works to capacity.

Referral to Care at Home is by receipt of a Carer's Assessment which is either done by the allocated social worker or by contacting ASAT (Adult Services Assessment Team). This service always holds a waiting list, simply because it is a much-needed service and the only way of free places up is by the carer or cared for ending up in a care home or death.

### **Premium Project Day Services**

Premium Project is currently at capacity and can accept up to 21 members, Monday to Friday. However, this number is restricted by transport availability. The range of activities within Premium Project continually changes with many members attending because socially it is the only opportunity that they get to mix with and meet other people.

Engagement with the Integrated Care Project Team and membership of the Integrated Day Services sub group has reviewed the current model for day services delivery which focuses on session by session activities as part of a menu where service users can mix and match rather than attend a traditional 10am to 4pm service. There is recognition that some service users - in particular those attending to maximise respite opportunities -, will opt to stick a full day provision. It is also expected that some arranged activity sessions will be more popular than others.

It is intended that as Crossroads prepares to work in a much more integrated manner, a pilot and trial period will be determined in the coming year to work alongside the statutory changes to the Department of Health and Social Care's day services. The respite element and change management processes will be planned and discussed with carers to ensure that the benefits of regular respite via sessions will deliver the same benefits for both carer and service user.

### **Social Club**

Social Club is a day service provision for adults with learning disabilities. The range of dependency varies, with personal care and engagement

abilities forever changing. Places have been increased to three times per week to support new service users transitioning from Children's to Adult Services. Additional support hours are used flexibly to give greater choices to the more severe and complex needs of service users who may not get as much benefit from group activities. Social Club and any additional hours are managed by the Disability Social Work Team.

There has been substantial movement of staff with several new staff members joining the team during the past year. This can often be unsettling for service users, but recent staff recruitment has been very successful with new ideas for the development of bright and fun activities.

Crossroads' joint working with the Department of Health and Social Care's community based activities has continued to bring service users together, encourage friendships and effectively utilise the specialist exercise sessions such as Walk and Talk, swimming at Glen Crutchery swimming pool and spin bike sessions at the NSC. Social Club have also shared the space at Bridge the Gap's pod and service users have enjoyed the sensory experience from the electronics available at the Pod.

Social Club service users have also been able to enjoy use of the sensory room at Masham Court this year. A new hoist has been installed to enable wheelchair users to stretch and benefit from the lighting and music in a very calm and peaceful environment, this being in contrast to the karaoke and frivolity that others in the group thrive on.

Social Club has capacity for up to 10 service users Monday to Friday. The current breakdown of commissioned places is:

Monday	8 places
Tuesday	10 places
Wednesday	10 places
Thursday	8 places
Friday	10 places

### **ASK**

ASK domiciliary care is by far the fastest changing, most challenging, and latest success in Adult Services. With current levels of staffing, there is limited capacity to accept new referrals, but recently the number of agencies unable to continue with care packages has increased meaning there is a high demand for personal and domiciliary care. Crossroads is

currently recruiting new team members to meet the existing demand for care which we hope will thrive in 2020 and 2021. We also anticipate that as we become more able to accept and deliver new care packages, further referrals will be made to Crossroads.

As of March 2020, the ASK service is planning and delivering between 100 and 120 hours of care per week with three full time members of staff supporting these service users.

### **Benefits Support**

Crossroads continues to provide support to individuals requiring assistance to complete applications for Attendance Allowance, Disability Living Allowance, Blue Badges, Medical Assessments for Benefits, and Income Support/Incapacity Benefit. Increasingly, the support offered by Crossroads is not solely just about completing the applications; there has been follow ups on support, signposting to other care agencies and means of support and further discussions with other organisations held on the applicant's behalf.

### **Tiered Award Scheme**

The implementation of the Equality Act has seen an increase in businesses enquiring and undertaking the Tiered Award Project throughout the year. The Tiered Award is an excellent step for organisations to self-assess and plan to have equipment, services, and facilities accessible for all.

Disability Awareness Training has been sourced and Crossroads are working in partnership with a trained access auditor who will undertake formal audits for businesses and service providers who wish to take a more formal approach to ensuring they are accessible.

### **Care Support**

Support has been offered to carers who have contacted Crossroads when they have struggled, this being offered via increased practical help, emotional support and time to talk, reflect and plan to overcome the presenting issues.

Crossroads and MCH Services continue to work in partnership to provide psychological support sessions to those carers who need the more intensive mental health interaction.

## **CHILDREN'S SERVICES**

### **Young Carers**

Our Young Carers project has once again grown in the last 12 months with the number of groups being increased from seven to nine for young carers aged between five and 18 years of age. The additional groups have allowed some children to move to different sessions to reduce the amount of time driving to collect children from their homes resulting in more contact time on the sessions.

At the end of 2019, Christine Barlow was promoted from Young Carers Worker to the project's Lead. Christine has a fantastic rapport with the children and parents and has started to build relationships with some of our community partners. We also welcomed Billie Hall to the team in early 2020, who has a background in Manx Youth and Community services and has brought with her lots of fresh ideas we look forward to implementing.

Both Christine and Billie moved to the Home Care service during the pandemic but continued to support our young carers and their families. Several local businesses donated sweets, crafts and games that the team delivered across the Island. They also collected medication, schoolwork and essential food items for families that were not able to leave their home.

Unfortunately, our 2020 Young Carers Festival had to be cancelled due to Covid-19, but we intend to hold a large Christmas party at the end of the year to bring together all of our young carers. The summer holidays were packed with various activities to suit all interests and ages. Sport and football sessions, nail painting, pottery painting, visits to St Marks Country Farm, roller skating and paddle boarding were all on offer this year, with some of the older groups having a go at Exit Strategy and axe throwing!

We are now in the second year of our partnership with the Quilter Foundation (formerly known as Old Mutual International) to support our Island's young carers. The group have provided financial support to enable two new groups, which has removed 24 children from the waiting list this year.

The purchase of the new minibuses has allowed us extra seating, we are looking to increase each group by one extra child, removing a further nine young carers from the waiting list. Although we have reduced our waiting list significantly over the past 12 months, there are still nearly as many children on the waiting list as there are accessing the scheme, which is

currently 103 young people. The latest Isle of Man Youth Survey identified up to 10% of children consider themselves to be a young carer and our waiting lists reflects this with many more still to be referred.

We are currently recruiting for an additional part-time worker to work closely with older young carers aged 18-24, specifically around education and training. Partnership working with the Crossroads Community Venture project should allow some progression with employment and work experience opportunities, as many may not have had good educational outcomes due to their caring circumstances.

### **Crossroads Nursery**

As the Island's only fully inclusive nursery, demand for places has continued to grow. The Nursery is at capacity with an equal split between children with and without care needs. Current registration allows for four babies and 14 over twos. Our staff to child ratios are higher than those set out in Minimum Standards which allows for additional support to those who need it and for all children to learn and thrive ready for school.

The Nursery currently follows the Early Years Foundation Stage (EYFS) curriculum and creates a full learning program with season topics and themes throughout the year. A scrapbook is kept for each child to record developmental milestones and given to them as they leave for school, as a memory of their time at Crossroads.

During the Christmas period, the Nursery held two Nativity concerts with all children having a part and wearing costumes. Feedback from proud parents was phenomenal and practice for this year has already begun! The children celebrated their success with a party at Dragon's Castle and took home a Christmas Eve box full of their own festive crafts and baking.

During the Covid-19 pandemic, Crossroads Nursery was one of only six nurseries that remained open for vulnerable children and children of keyworkers. We also welcomed new children of key workers as their current nurseries were closed. The staff worked extremely hard and continued to deliver a full program of learning and fun, as many struggled to understand and cope with all the changes in a short amount of time.

The process of introducing our own children back to the nursery and moving new children back to their own was extremely difficult, as some providers only opened as recently as September. The nursery was granted a temporary increase to registered numbers by Registration and

Inspections to accommodate the additional numbers which will come to an end mid-September.

Parents who moved their children during the pandemic have been overwhelmed by the high standard of care from the Nursery, and five out of the six families have requested to move to Crossroads Nursery permanently which where possible we have tried to accommodate.

The Nursery has had a small change to the staffing team over the last 12 months, as staff have moved to new positions within the organisation due to promotion or further learning opportunities. Our Nursery Manager, Diana Casement, has now completed a management course lead by the Department of Education, and the Deputy Nursery Manager, Emma Dulson, has now started her training.

2019 also saw Crossroads achieve our goal in registering the second room within the nursery building to allow more space for learning and play and a dedicated area for children in their pre-school year.

### **Building Bridges**

Building Bridges runs weekly sessions which give young adults with disabilities the opportunity to meet others of similar ability, make friendships and develop life skills. The group select and make recipes for dinner or occasionally order takeaway; with service users phoning through the order, selecting the correct amount of money needed, and interacting with the delivery person.

Building Bridges is a unique scheme as it is the only project to support families as children transition from Children's to Adult Services within the Isle of Man Government, Private and Third Sector services. We are currently living in a very stressful time for carers as there is much uncertainty as to what services, if any, will continue to be offered, and the impact this will have on the carer's own life. After the transition to Adult Services, staff will reduce support or handover to members of Crossroads Adult Services team should they need further support.

Our current group of eight were offered sessions on Crossroads Holiday Scheme over the summer months but are looking forward to coming back together in September to start planning their Autumn and Winter activities. The scheme will also welcome a new team lead, Aimee Pease. Aimee joined Crossroads this summer as part of the Holiday Scheme and is looking forward to spending more time with the organisation. With a

new team lead in place, we are aiming to increase the group size and are also working on some longer-term projects.

### **Nursery Outreach**

Nursery Outreach enables children with care needs to access other nurseries across the Island. Highly skilled staff support children to access the activities and learning within a nursery setting. Communication systems such as Picture Exchange Communication System (PECS) or Signalong may need to be introduced to the staff and build the confidence of the nursery team. Some will need a minimal amount of support as they settle into a new routine and others will require Crossroads through the entirety of the academic year.

Previously, this service has predominately supported children attending the Pre-School Assessment Centre (PSAC) but the scheme has taken a different approach this year. Several children do not meet the threshold for PSAC services but need support to develop core skills to enter mainstream education rather than a school unit. There is currently no provider to do this and numbers in this area are growing.

This year we have worked with 13 children in nine nurseries, and there has been a mix of learning and physical disabilities. Two children have fully transitioned into the nursery setting and staff felt confident they had the tools to withdraw Crossroads support. Review meetings are held quarterly to review outcomes and new targets are set.

Staff were redeployed during Covid-19 to support Crossroads clients across the organisation through telephone support and physical support in some circumstances.

Demand for the service has significantly increased since the implementation of the Equality Act. Nurseries are no longer able to turn away families and a reasonable adjustment needs to be made or offered. Further funding is being sought to expand the service to meet the demand and continue to develop staff practice.

### **Holiday Scheme**

Holiday Scheme operates during the Easter and Summer holidays and offers respite to parents of children with disabilities who attend a school unit or mainstream school with support.

Unfortunately, the Easter Holiday Scheme was cancelled this year due to the pandemic, and there was uncertainty about holding a Summer

scheme. It was evident that parents needed respite after just about getting through isolation, so all staff worked tirelessly to put together an action-packed, fun filled Summer in the three weeks prior to the scheme starting.

The scheme ran for four weeks and started a week later than usual as we were able to provide the service at the end of August due to the Manx Grand Prix being cancelled. Staff attended a series of training days during the first week of the school holidays to update mandatory training and complex care training for specific children.

A total of 61 children have attended Holiday Scheme over the last 12 months. Some can receive support as part of a group whilst others may need a one to one or even two to one whilst out in the community. The children enjoy going on trips out and tried some new experiences this year such as The Dome cinema experience and an interactive day at St Marks Country Farm. When the weather does not allow for outdoor adventure a variety of arts, crafts, baking, and sensory fun is offered.

Although there is a waiting list for this project, we are working closely with Braddan Hub to ensure all children are offered services from Crossroads and statutory services appropriate to the family's needs.

## **SOCIAL ENTERPRISES**

### **Crossroads Charity Shops**

The Crossroads charity shops have continued to provide a regular income of funds to the charity, and have also provided opportunities to the wider community, including:

- job opportunities
- volunteering opportunities
- work placements for students and Duke of Edinburgh participants
- retail experience for clients with disabilities
- quality goods at an affordable price
- reducing household waste

The shops have had a fantastic year regarding sales which set them up in good stead when they were forced to close in March 2020 due to Covid-19. Shop staff also joined the effort to provide care during the pandemic, with members of the shops team redeployed to help with tasks including medication collection, food shopping and lighting fires. We were

delighted with feedback given for our shop staff and they really rose to the challenge of doing something completely different to their usual working roles.

The lease for the Strand Street was renewed for another six years this year, and the lease for the Windsor Road Shop was renewed until 31st December 2020 to allow for improvements to be made by the landlord. Discussions have begun with the landlord and we are awaiting to hear what improvements he is prepared to make.

### **Crossroads Community Venture (CCV)**

Crossroads Community Venture (CCV) is an open referral, social enterprise scheme for adults with learning disabilities. CCV offers employment training and support placements, with regular access to a working environment to help those with learning difficulties become more independent. The project can help develop various skills including computer skills, record keeping, administration tasks, stock control, posting and packaging, teamwork skills and customer service.

CCV sits under our Social Enterprise arm with income generated from the sale of upcycled furniture, recycled DVDs and CDs and from CCV's ironing service run by the Steam Team, which is made up of CCV service users. They are responsible for the ironing and sending text messages to clients to inform them when their ironing is ready to be collected.

We welcomed a new CCV team led this year, Anne Auld, who previously worked on the Crossroads ASK service. Anne is supported by two Employment Support Workers, Chloe Lyons and Jo Pinkey, both of whom also joined the organisation this year. Between them they have given CCV a refresh and have even given their workshop a colourful new makeover to create a welcoming and productive environment.

CCV has continued to work in partnership with the Disability Employment Service this year, where work readiness is evidenced by an eight-week work ready assessment, following which individuals are supported to find work placements or employment from positions on the open job market.

CCV also assists in delivering the Peer Support Project, an initiative in partnership with Social Security that was created this year. The project aims to support those on long term Income Support by reviewing work-based opportunities and assisting them with returning to the world of work. Although the project is in its early stages, we are confident that the team will help it grow and make it a success.

## **CONCLUSION**

I am incredibly proud of how the organisation has operated over the past 12 months, and how staff and volunteers have continued to dedicate themselves to helping local carers. Although I anticipate that over the coming months, we will see new challenges arise, some off the back of Covid-19, I am confident that we will continue to deliver the highest quality of care and support. These are challenging times but over the past few months we have seen our workforce grow in strength, determination and dedication. I can honestly say those that serve Crossroads make us a force to be reckoned with, which in turn makes us the best at what we do – care!

Thank you, Team Crossroads, you are amazing.